

Is Your Employer Branding Strategy Effective? The Role of Employee Predisposition in Achieving Employer Attractiveness

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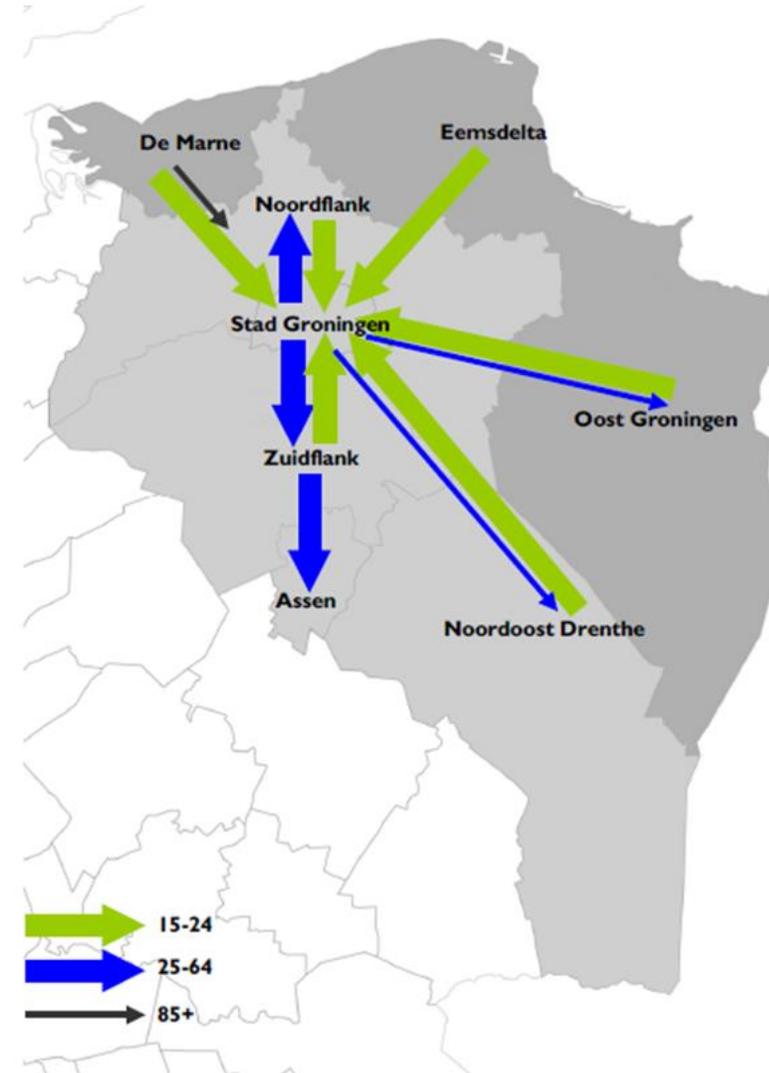
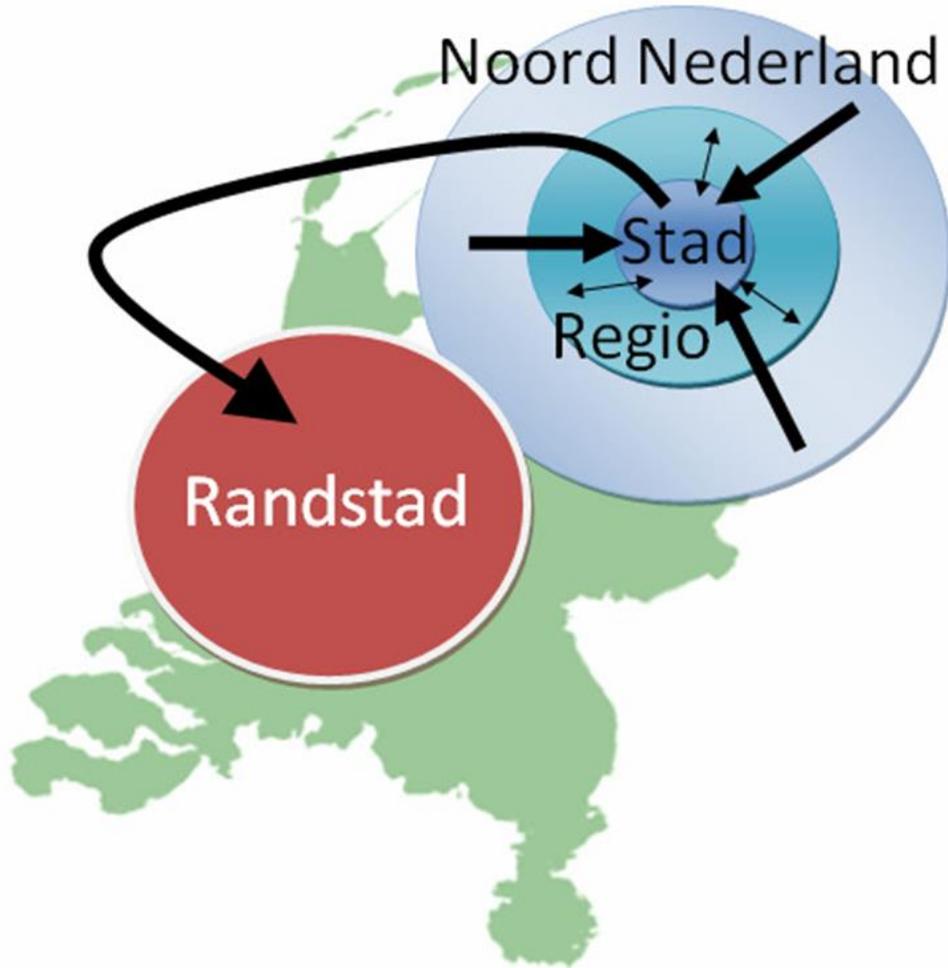
Employer Branding and Employer Attractiveness



Context

- Run for talent -- competition to attract the best employees
- Turn over of employees
- Regional image issues
- (Potential) employees – an important stakeholder





Talent in the Region, 2019



Groningen city - Credit: [frans_blok_3develop / DepositPhotos](#) - License: [DepositPhotos](#)

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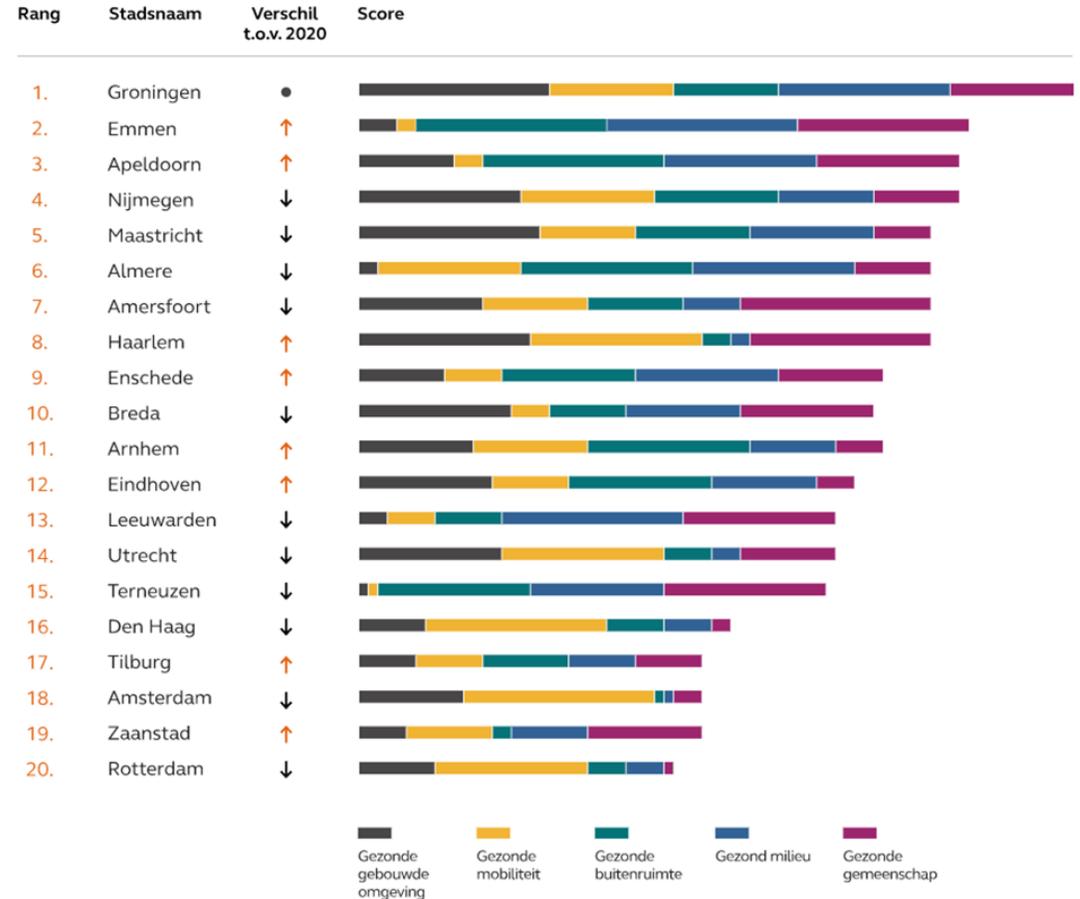
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Groningen healthiest city in Netherlands, Rotterdam least healthy: Arcadis

Groningen is the healthiest of the 20 largest cities in the Netherlands, Arcadis said in its [Healthy Cities Index](#) for 2022. Rotterdam is at the bottom of the list. Dutch cities have become "healthier" over the past two years, but climate change and the housing crisis threaten their progress.

Arcadis assessed 25 Dutch cities' health based on various criteria in five categories, including green areas, bicycle friendliness, air quality, residents' sense of security and well-being, and access to facilities.



- Empirical studies needed – why and when is EB effective?
- Organizational fit: values of employees vs. organizational values
- Uncovering interaction effects in the relationship of organizations and their employees
- Pre-existent preferences towards EB attributes differ



“building an identifiable and unique identity” (Backhaus and Tikoo, 2004) and *“the development of organization’s unique and attractive image and reputation as an employer”* (Silvertzen et al., 2013).

Regional labour market perspective can shed light on the relationship between EB and employer attractiveness.

A tailored effect of EB in combination with a preference for location would work differently than an EB approach used regardless of previous preferences.



Conceptual Model

RQ: To what extent does employer branding contribute to employer attractiveness and how is this relationship moderated by prior preference for a location of potential employees?

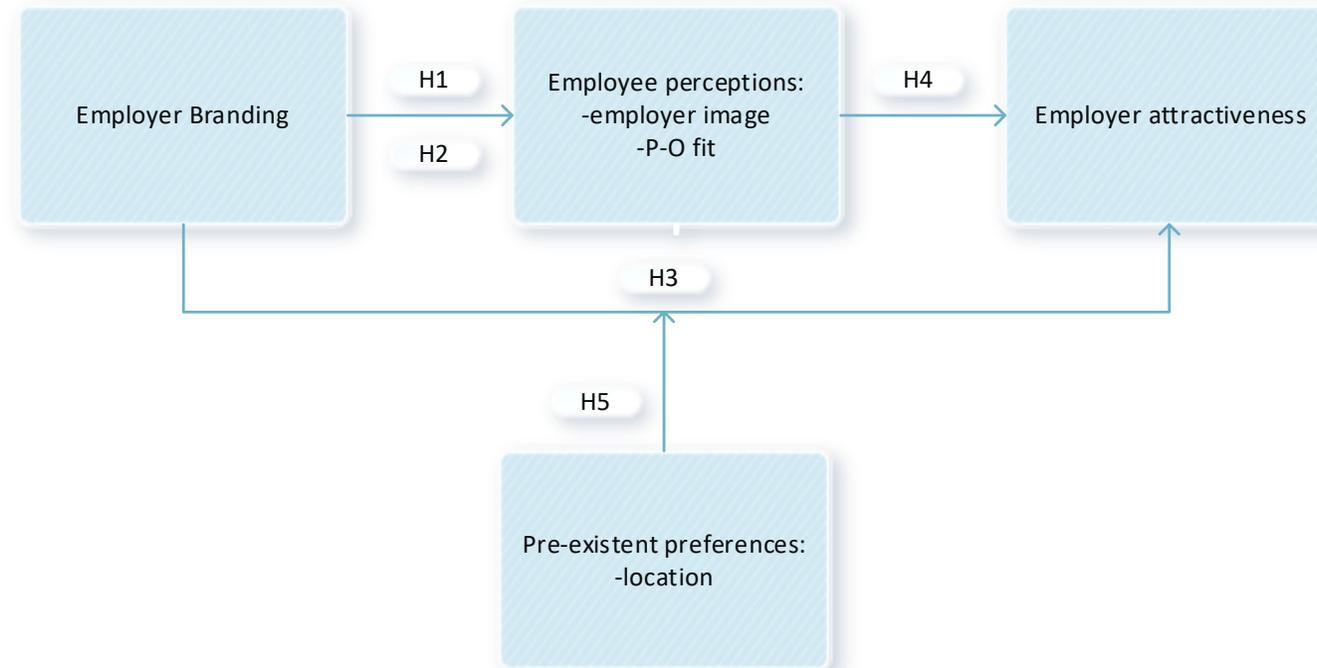


Figure 1: Conceptual model



Hypotheses

- H1: The use of **employer branding in recruitment communication** as a source of information on organizational values is positively related to **employee's perception of employer image**.
- H2: The use of **employer branding in recruitment communication** as a source of information on employer benefits is positively related to **employee's perception of P-O fit**.
- H3: The use of **employer branding in recruitment communication** is positively related to **employer attractiveness**.
- H4: The use of **employer branding in recruitment communication** is positively related to employer attractiveness because of a **change in employer image and P-O fit**.
- H5: The **strength of the direct relationship between employer branding in recruitment communication and employer attractiveness** depends on the **preference for location of potential employees**.



Method

- Online **survey with an experiment**
- Among 1115 final-year students (**289 respondents**)
- 2 by 2 design: **branded** and **non-branded** version of a vacancy
- Concept measurement – **validated indices** on a 7-point Likert scale
- Nr. of **statements** – agree/disagree

		Location	
		Amsterdam	Groningen
Branding	Non-Employer	1	3
	Branding	2	4

Table 1 - Experimental design

Results & Implications

- Main effects not supported
- No evidence that EB in vacancy texts has a positive effect on organizational attractiveness
- Location of the company in combination with EB in the vacancies played a role in improving employer attractiveness
- Providing managers with a guide on how to influence employer attractiveness through EB
- Regional image building & labor market perspective enrich EB

Main Conclusions

- EB - successful strategy for organizations in the run for talent, if a **branded identity in combination with an emphasis on the location** of the organization is applied.
- Potential employees **who have a predisposition towards a location** are **likely to be more easily influenced by EB** and see these employers as attractive.
- Companies can **either target their information** towards potential employees who **already decided to stay** in the region or **nudge them to come to the region** (place branding).
- **More targeted approach** towards certain job seekers **rather than a general catch-all EB strategy** would be more effective.

Thank you for your attention

Your suggestions are welcome!



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